



Connie Brunn
Director

Mission Statement

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders and secures payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service in a professional manner.



GOALS

**IMPROVE
ORGANIZATIONAL
PERFORMANCE**

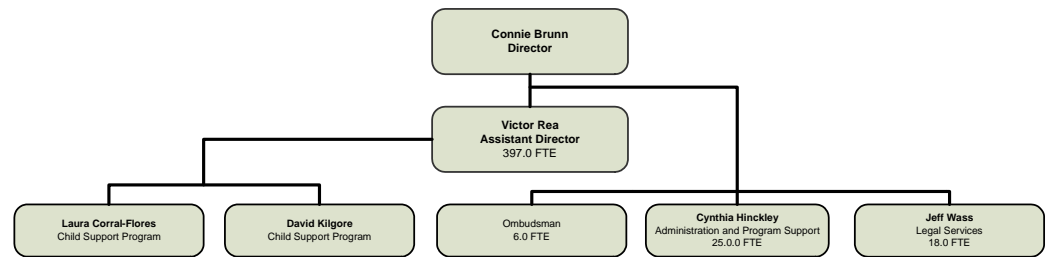
**IMPROVE SERVICE
DELIVERY**



Call Center

CHILD SUPPORT SERVICES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices strategically located in the high desert, the west end and the greater San Bernardino area.

DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of this program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Collecting child support payments.
- Maintaining records of payments paid and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombuds program administers the Complaint Resolution process, through which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2007-08 SUMMARY OF BUDGET UNITS

	<u>Appropriation</u>	<u>Revenue</u>	<u>Local Cost</u>	<u>Staffing</u>
<u>General Fund</u>				
Child Support Services	39,806,364	39,806,364	-	452.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE ORGANIZATIONAL PERFORMANCE TO ASSIST ALL COUNTY FAMILIES IN CHILD SUPPORT PROGRAM IN MEETING FINANCIAL AND MEDICAL NEEDS FOR THE WELL BEING OF THEIR CHILDREN

Objective A: Improve performance by implementing new processes and modifying existing processes.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of collections on current support orders.	44%	48%	50%	51%	51%
1B. Percentage of cases with child support orders.	69%	74%	85%	85%	85%

Status

Providing for basic living needs such as food and clothing is a financial challenge for many families. Child support helps by ensuring that both parents share the financial responsibility for their children. Establishing orders and collecting on those orders are the primary means of ensuring family self-sufficiency through the child support program.

The percentage of collections on current support measures the total amount of current support collected as a percentage of the total amount of current support owed during the same federal fiscal year. DCSS will build on the performance improvement that was achieved in 2006-07. During 2006-07, the measure for collections on current support improved from 44% to 48%. This accomplishment is a reflection of the various programs and techniques implemented by DCSS to improve current support collections. Activities include the Just Ask Program, which involves asking for a payment each time there is contact with the non-custodial party, and early intervention collection efforts that include close monitoring of cases with recently established orders to ensure payment is received as ordered. The focus will continue to be on increasing the number and accuracy of child support orders obtained and the amount collected in current support payments by continuing to collaborate with employers and other county departments in order to reach the 2008-09 goal of 51%.

The percentage of cases with a child support order measures the number of cases with support orders established as a proportion of the total caseload. In order to collect child support, court orders for support must be established. DCSS strives to establish fair and accurate orders based on actual income, partnering with both parents whenever possible. During 2006-07, DCSS increased its percentage of cases with orders from 69% to 74%. A number of process improvement efforts will continue to drive this percentage upwards. Some of these efforts are related to a new automated case management system that will be implemented a few months prior to the beginning of 2008-09.

DCSS will be converting to the new statewide child support automated system in May 2008. Preparation for the conversion requires a significant investment of department resources and work will continue prior to, and after, the conversion to ensure its success. Activities include: business process analysis and mapping; data clean-up work; preparing for successful interface with the automated system used by public assistance programs; staff training; conversion of existing hardware and software; and preparation for the new call center which will be implemented as part of the new system. Despite the commitment of extensive resources to the conversion, DCSS will continue to focus on utilizing its resources efficiently and effectively to achieve its performance improvement goals and ensure that the conversion is seamless to its customers.

2006-07 ACCOMPLISHMENTS

- ❖ Increased collections by \$777,699
- ❖ Completed organizational alignment
- ❖ Increased number of cases on court calendar and achieved a 31% increase in number of cases with a disposition in court
- ❖ Reduced the percent of new support orders which are established using presumed income from 12.5 to 6.5 percent
- ❖ Developed the Payment Assistance Kit to assist non-custodial parents when an order is established
- ❖ Assisted 135 custodial parents during outreach activities at local TAD offices
- ❖ Imaged a total of 69,203 cases into the Customer Online Storage and Retrieval System
- ❖ Received Commuter Services Rideshare award in 2006



Outreach Event

GOAL 2: IMPROVE SERVICE DELIVERY TO PROVIDE TIMELY, EFFECTIVE, & PROFESSIONAL SERVICE TO IMPROVE THE QUALITY OF LIFE OF EVERY COUNTY RESIDENT PARTICIPATING IN THE CHILD SUPPORT PROGRAM

Objective A: Increase DCSS staff awareness of compliance mandates by providing training and tools necessary to meet timeframes.

Objective B: Ensure that the new automated system supports the delivery of quality services by evaluating and restructuring current business practices.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Meet key case processing timeframes necessary for compliance.	95%	86%	90%	90%	90%
2B. Completion of the staff alignment process.	N/A	N/A	90%	90%	Deleted
2C. Evaluate and restructure business processes as needed to ensure optimum customer service.	N/A	N/A	90%	75%	100%

Status

Compliance is measured in the functional areas of Establishment/Modification, Enforcement, Review & Adjustment, Interstate, Medical, Collections and Distribution, and Closure. Quarterly data reliability and compliance audits of sample cases are conducted throughout the year. Improving compliance is integral to improving the performance of the department. In 2006-07, DCSS centralized the review process with a key group of staff responsible for assessing compliance status, and developing and implementing program improvement plans. The compliance team met with executive staff, supervisors and managers to discuss compliance review results and implement business practices to ensure future improvements. DCSS attained a score of 86% for 2006-07 and will continue to focus on this area.

Measurement 2B (Objective B in 2006-07) will be deleted since this was a one-time process to strategically place staff and key business functions necessary to meet compliance mandates. This process and related measurement was completed in September 2007.

As part of its conversion to the new automated system, DCSS will evaluate and, as needed, modify current business practices to ensure that the new system is used effectively. Emphasis will be placed on ensuring that new business practices support timely and effective service to our customers. This evaluation process will begin prior to the May 2008 conversion to the new system, and will continue after the conversion to ensure quality customer service.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are any questions about this business plan, please contact Connie Brunn, Director, (909) 478-7471.